


HR191	<b>POSITION DESCRIPTION</b>	 <b>UNIVERSITY OF CAPE TOWN</b> IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD
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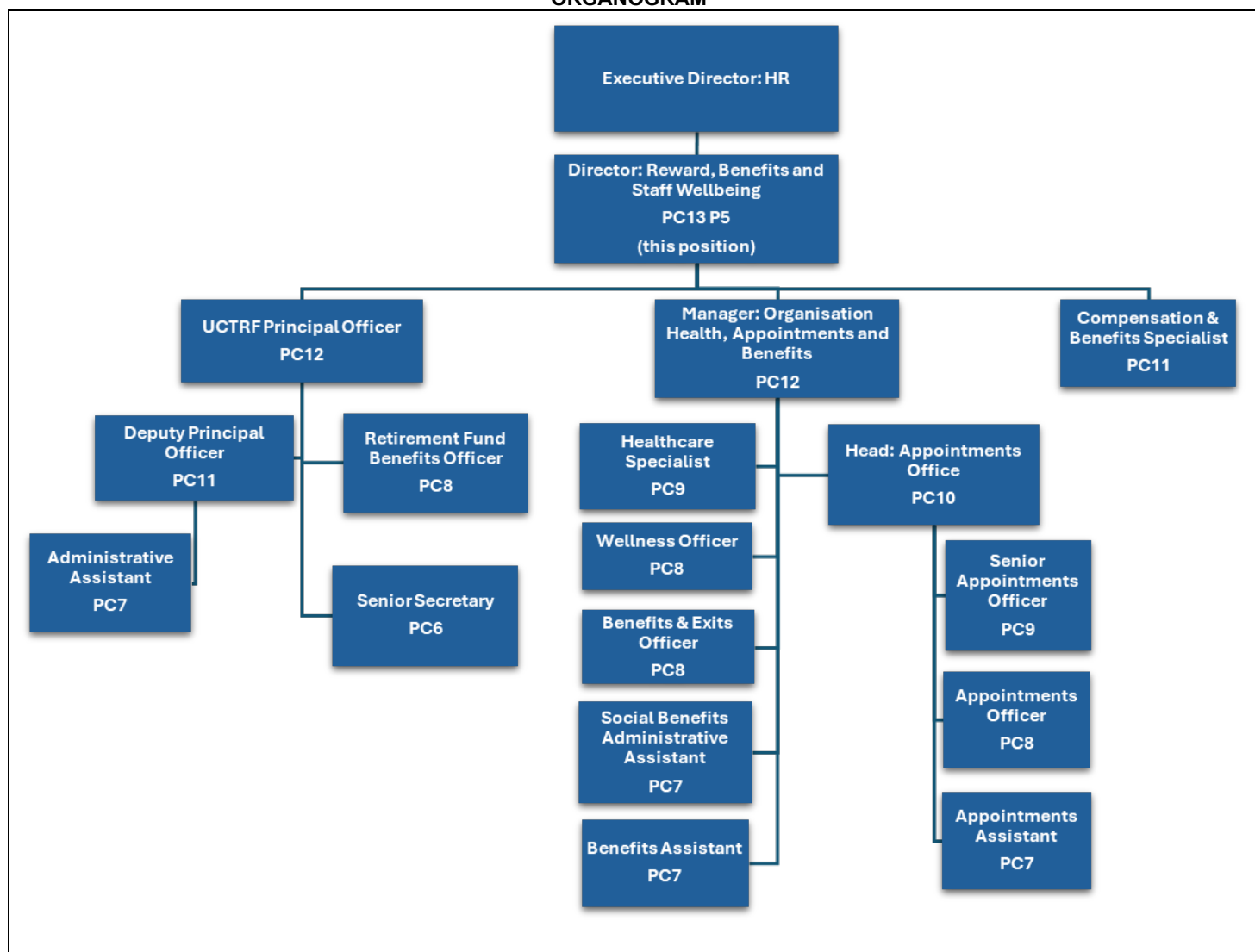
#### NOTES

- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

#### POSITION DETAILS

Position title	Director: Reward, Benefits and Staff Wellbeing		
Job title (HR Business Partner to provide)	HR Director		
Position grade (if known)	PC 13 P5	Date last graded (if known)	2022
Academic faculty / <b>PASS department</b>	Human Resources		
Academic department / <b>PASS unit</b>	Reward, Benefits and Staff Wellbeing		
Division / section	Reward, Benefits and Staff Wellbeing		
Date of compilation	29 October 2021, updated September 2025, updated December 2025		

#### ORGANOGRAM



## PURPOSE

The main purpose of this position is:

- Provide strategic leadership, governance and oversight of UCT's Reward, Benefits and Staff Wellbeing portfolio;
- Ensure fair, equitable, competitive and sustainable reward practices aligned with UCT's strategic objectives, transformation goals, and financial sustainability;
- Provide leadership and oversight to staff in the Reward and Benefits function;
- Conceptualise, develop and implement the university's remuneration strategy to ensure that UCT remains an Employer of Choice;
- Lead, direct and coordinate the activities of the Reward, Benefits and Staff Wellbeing function including the development, review and implementation of an effective and sound strategy and related policies, procedures and service level agreements;
- Provide strategic input and advice in bargaining and managing Union relationships;
- Provide oversight and leadership for the UCT Retirement Fund function and staff;
- Represent UCT as a trustee on the UCTRF and Pinewood Trust.

The incumbent of this role will be accountable to the Executive Director for Human Resources

# CONTENT

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
1	Strategic HR Leadership & Policy Development	20%	<ul style="list-style-type: none"> <li>Lead and provide strategic direction by developing Reward, Benefits and Staff Wellbeing strategies in alignment with the institution strategy (Vision 2030) and the UCT People Strategy.</li> <li>Provide thought leadership on total reward, including base pay, incentives, allowances and non-financial recognition.</li> <li>Lead the design and management of staff reward and benefit programmes (including medical aid, pension fund and staff wellness benefits)</li> <li>Support the development of a holistic Staff Value Proposition that enhances employee engagement and retention.</li> <li>Conduct regular review of policies, procedures and service level agreements which fall into this specialist domain in line with best practice, legal requirements and in support of UCT's strategic objectives.</li> <li>Manage the market benchmarking process and advise on reward and benefits trends.</li> <li>Lead and design effective change management and communication processes for implementation of agreed policies, procedures and related tools.</li> <li>Provide strategic input and advice, to the ED:HR and the Executive in the formulation of proposals or responses for dealing with bargaining mandates on conditions of service and remuneration issues.</li> <li>Lead the development and implementation of the necessary service level agreements (SLAs) with external providers including Healthcare Intermediaries, Counselling Service and Risk Benefit Providers.</li> <li>Conduct needs assessments and prepare and implement the necessary training programmes to develop capability in the understanding and application of remuneration, benefit and employee wellness policies, practices and procedures.</li> <li>Lead and provide oversight for the active marketing of the service offerings of the Reward, Benefits and Staff Wellbeing function to optimise use of services.</li> <li>Put a monitoring and evaluation framework in place to measure and improve service delivery.</li> <li>Provide reward, benefit and staff wellbeing analytics, insights and modelling to support strategic decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>Service model is aligned and supports the achievement of UCT's strategic objectives</li> <li>Service is responsive to the needs of and changes in the UCT environment</li> <li>Service is integrated, consistent across UCT, well-managed and is regarded as value adding</li> <li>Input and advice of the Director is pro-actively sought and the contribution which he/ she can make to further the goals of the university is widely recognised</li> <li>Monitoring of outcomes are continually used for service improvement</li> <li>Goals and objectives of the service are clearly communicated to and understood by clients and staff</li> <li>Clients provide service feedback readily and honestly and have faith that their concerns will be addressed constructively and decisively</li> </ul>

2	Governance, Compliance and Risk Management	15%	<ul style="list-style-type: none"> <li>• Ensure that all UCT's Reward, Benefits and Staff Wellbeing policies, processes and procedures are competitive, fair and aligned with labour legislation.</li> <li>• Maintain strong governance through policies, frameworks, and reporting to the Remuneration Committee.</li> <li>• Manage reporting and risk mitigation in the Reward, Benefits and Staff Wellbeing space.</li> </ul>	<ul style="list-style-type: none"> <li>• Sound reward and benefits practice and risk mitigation through policies and procedures which are fair and comply with legislation</li> </ul>
3	Employee Relations & Union Engagement	10%	<ul style="list-style-type: none"> <li>• As a member of the management bargaining team, prepare and present the mandated reward and benefits at Union information sessions</li> <li>• Prepare salary increase mandates for the Executive and Remuneration Committee of Council</li> <li>• Formulate written responses on behalf of UCT management for each Union (salary and non-salary demands) for consideration at ERM and Executive for approval</li> <li>• As a member of the management team, provide reports and respond to policy and other issues raised at the Workplace Forum and Consultative Forums</li> <li>• Conduct the necessary research and benchmarking into economic and wage data with the support of the relevant bargaining team members (Finance), and in consultation with the relevant line stakeholders, for both salary and non-salary bargaining issues for Academic and PASS staff</li> <li>• Formulate proposals to and seek bargaining mandates from the Executive via the Executive Director: HR</li> <li>• Prepare proposals, motivations and process documents which form part of bargaining</li> <li>• Lead and provide oversight for implementation of results of bargaining each cycle and review and reports which should inform the next cycle</li> <li>• Ensure a smooth running of the annual salary review process</li> <li>• Provide clear communication to staff on reward and benefits policies and changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Constructive relationships which result in partnership /collaboration on issues requiring joint solutions and decision making</li> <li>• Relationships are characterised by high levels of positive engagement and trust</li> <li>• Good risk management as a result of sharing of information within a context of constructive relationships</li> <li>• Communications are effective and done timeously</li> </ul>
4	Financial & Resource Stewardship	20%	<ul style="list-style-type: none"> <li>• Prepare and report on annual staffing and operating budget for the area</li> <li>• Prepare and manage the annual budget for the function, including the management of external service providers and budget spend, in line with budget and financial constraints</li> <li>• Prepare, motivate, monitor and report on annual university-wide budgets for the area, including UCT's post-retirement medical aid subsidy, staff tuition rates, appointments and relocation, long service awards and functions, retirement seminars, study and research and contact leave.</li> </ul>	<ul style="list-style-type: none"> <li>• The budgets are tightly managed and any unnecessary spending/ waste of resources is eliminated</li> </ul>

5	People Leadership & Service Excellence	20%	<ul style="list-style-type: none"> <li>• Be responsible for the quality of the service to the client base by ensuring that the service is structured in a manner that ensures service delivery and by leading and building a high performing team that adds value to UCT</li> <li>• Ensure a smooth running of the annual salary review process</li> <li>• Take the necessary steps to ensure that there is a drive to continuous improvement, clear focus and co-ordination of all activities, that resources are effectively deployed and that there are clearly communicated performance standards and objectives which ensures that it operates as a high performance and effective team</li> <li>• Ensure that there is an integrated, cohesive and consistent approach to all activities and advice giving through effective teamwork</li> <li>• Assess current and anticipated service delivery capability &amp; capacity requirements and take steps to ensure that these are aligned to the University's needs by:</li> <li>• Reviewing staff &amp; management capability/competence &amp; capacity levels</li> <li>• Reviewing operational processes &amp; systems</li> <li>• Reviewing information technology applications &amp; hardware</li> <li>• Monitoring and providing regular feedback on individual performance and ensuring that top and poor performers are well and appropriately managed</li> <li>• Put structures and mechanisms in place for communicating regularly with the full section on service-related matters</li> <li>• Develop a clear roles and responsibilities framework for the service which enables accountability and collaboration with clients and other HR Centers of Expertise in delivering a high-quality service.</li> <li>• Keep abreast of any legal, remuneration and benefit developments by regularly researching latest trends and regulations.</li> <li>• Ensure the provision of quality services in relation to work and servicing of the Remuneration Committee of Council and the University Human Resources Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful contribution and support by HR to UCT</li> <li>• Visibility and value add of Remuneration, Benefits and Staff Wellbeing department service offering</li> <li>• HR Department Teamwork and effective integration of the section into the overall HR function</li> <li>• Delivery on departmental mandate</li> </ul>
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6	Senior leadership as a member of the HR Directorate	10%	<ul style="list-style-type: none"> <li>• Play an active role in embedding the HR Client Centric Service Model</li> <li>• Be a visible role model for the values and behaviours of UCT and the HR department</li> <li>• Champion and lead transformation in the Remuneration, Benefits and Staff Wellbeing team and HR department</li> <li>• Contribute actively to the initiatives, projects and activities in which the HR senior management team are engaged</li> <li>• Provide a full service offering to the University Human Resources Committee of Council</li> <li>• Contribute to and participate in any planning and reporting on strategy including the planning and reporting processes on alignment with the UCT strategy, the UCT People Strategy and the UCT transformation and employment equity agenda</li> <li>• Participate in the annual planning and budgeting process for the HR department</li> <li>• Participate in and contribute to the work of the Employee Relations Management Committee</li> <li>• Participate in and contribute to the work of the Position Evaluation Committee</li> <li>• Responsible for the UCT Staff Wellness Forum which deals with issues of health, wellness and medical aid</li> <li>• As a member of the HR Management meeting (HRMAG) and Departmental meetings, contribute to the leadership of the HR service and department</li> <li>• Participate in and represent the HR department in university-wide task teams on HR- reward and benefit related work, where needed</li> <li>• As a senior leader in HR, represent the function internally and externally, as appropriate. An example of this is the Higher Education Sector Remuneration User Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful contribution and support by HR to UCT</li> <li>• Visibility and value add of HR department service offering</li> <li>• HR Department Teamwork and effective integration of the section into the overall HR function</li> <li>• Delivery on departmental mandate</li> </ul>
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7	Retirement Fund & Governance Leadership	5%	<p>UCT Retirement Fund</p> <ul style="list-style-type: none"> <li>As the reporting line of the UCT Retirement Fund, manage the UCTRF Office and provide the employer-related role for the Fund</li> <li>As a Trustee on the Board of the University of Cape Town Retirement Fund (UCTRF). The management of the UCTRF is undertaken by the Board of Trustees, comprising 7 Trustees appointed by the employer (UCT), and 7 Trustees elected by the Members and one alternate chosen by each group.</li> <li>Responsible for managing the UCT benefits of the UCTRF which include the Separate Group Life cover, Disability cover and Funeral cover which form part of the UCTRF but are UCT Employer benefits</li> <li>The Board is a recognised UCT committee and hence contributions by Trustees form part of their official UCT duties.</li> <li>Trustees are required to attend Board meetings both as part of their Trustee responsibilities and as required by legislation.</li> <li>The Board is scheduled to meet quarterly and the following are the 6 Committees which also meet quarterly together with the 3 specific roles attached to this post: <ul style="list-style-type: none"> <li>Investment Committee</li> <li>Administration and Rules Committee (Deputy-Chair)</li> <li>Communication Committee (Deputy-Chair)</li> <li>Section 37C Committee</li> <li>Retirement and Exit Benefits Committee (Chair)</li> <li>Financial Committee</li> </ul> </li> <li>Trustees are expected to serve on at least one of these Committees, although most Trustees serve on two Committees. The Committees are also scheduled to meet quarterly, prior to the Board meetings.</li> <li>In addition, as part of the Trustees duties, there are various working groups/sub-committees to review specific topics or tasks, which also carries with it a time commitment.</li> </ul> <p>Pinewood Village Trust</p> <ul style="list-style-type: none"> <li>Appointment as UCT's nominated Trustee on the Pinewood Trust</li> <li>This appointment is reported in the PC for the information of the University community</li> <li>As a Trustee the role as a UCT nominee is to have regard to UCT's interests in Pinewood Retirement Village and the work of the Trust and include the following: <ol style="list-style-type: none"> <li>approval of audited financial statements of the Pinewood Trust.</li> <li>assessment of UCT's interest in the Pinewood Trust;</li> <li>identify the advantages to UCT of the relationship.</li> <li>identify the advantages to the Pinewood Trust of the relationship; and,</li> <li>identify any areas of risk.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Successful contribution and support to UCT</li> <li>Visibility, Leadership and value add of HR</li> <li>Effective integration of the retirement fund into the overall HR function</li> <li>Delivery on departmental and UCT mandate</li> </ul>
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## MINIMUM REQUIREMENTS

Minimum qualifications	<p>A relevant NQF8 qualification (e.g. Honours degree/Post Graduate diploma), preferably in HR, Industrial Psychology, Commerce or related field.</p> <p>A relevant NQF9 qualification is preferred.</p>
Professional registration or license requirements	Possession of Global Rewards Professional (GRP) or recognition from the South African Rewards Association (SARA) is required.
Minimum Experience (type and years)	A minimum of 15 years' relevant knowledge and experience in Human Resources and Remuneration and Benefits, of which a minimum of 5 years should be at a senior management level in a corporate/institution.
Skills	<ul style="list-style-type: none"> <li>• <b>People Management</b> – sound track record of effective people management and motivational skills.</li> <li>• <b>Negotiation and Consultation Skills</b> – sound track record of effective negotiation and consultation skills.</li> <li>• <b>Analytical Skills</b>- advanced analytics and modelling capability.</li> <li>• <b>Policy and Procedure Formulation</b> – sound track record in reward and benefits policy formulation</li> <li>• <b>Drive</b>- show confidence, assertiveness and commitment in setting and achieving goals and persistence in the pursuit of these goals</li> <li>• <b>Integrity</b>- have a track record of having acted according to ethical principles of honesty and trustworthiness, in particular have credibility and a track record of honouring commitments and promises made</li> <li>• <b>Training and Coaching Skills</b>- sound track record in transferring knowledge through the writing of, and facilitation of training and coaching programmes</li> <li>• <b>Stakeholder engagement</b> – experience in engaging with executives, councils/boards and unions.</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>• <b>Legislation</b> – good working knowledge of the Basic Conditions of Employment Act; the Employment Equity Act; the Occupational Health and Safety Act; Pension Fund Act and Medical Schemes Act</li> <li>• <b>Reward and Benefits</b>- expert knowledge on Reward and Benefit practices, policies and governance, and the ability to lead the design and implementation.</li> <li>• <b>Organisation Design</b> – good working knowledge of job evaluation and job grading methodologies and the link to reward practices.</li> </ul>



Other requirements (If the position requires the handling of cash or finances, other requirements must include 'Honesty to handle cash or finances'.)	<b>Conceptual Ability:</b> <ul style="list-style-type: none"><li>• Able to analyse complex situations, which have multiple and conflicting priorities. Able to place these situations into relevant, long-term context and to present solutions that address these conflicting priorities in the long-term.</li><li>• Uses imagination and creative insight to suggest a range of possible solutions. Able to turn problems into opportunities.</li><li>• Decision-making and judgement is based on an awareness of the issues (knock-on effects, constraints and sensitivities) beyond the immediate "boundary" of the situation taking into account all the conflicting priorities. Produces convincing long-term solutions that address the wider context.</li></ul>			
	<b>Interpersonal and Communication Skills:</b> <ul style="list-style-type: none"><li>• Able to inspire others and has a strong personal commitment to the attainment of UCT's goals.</li><li>• Shows insight into the needs of others and is able to build positive relationships, even in difficult situations.</li><li>• Inspires teamwork by guiding a large group to the attainment of agreed objectives.</li><li>• Listens with patience and understanding, takes time and responds honestly and uses care when judging others.</li><li>• Able to obtain a greater understanding of issues through effective questioning.</li><li>• Good verbal and written skills, able to present ideas with confidence and clarity to achieve the desired impact.</li><li>• Copes under pressure and is able to influence those who have an impact on the situation in the long</li></ul>			
	<b>Practical Implementation Skills:</b> <ul style="list-style-type: none"><li>• Able to plan, organise and co-ordinate in situations involving large groups with diverse viewpoints.</li><li>• Able to manage the implementation of a number of complex programmes (where there are few precedents) with competing priorities and conflicting demands and deadline.</li><li>• Sets rational strategies for the long-term, including possible contingencies.</li><li>• Able to take effective decisions and follow through.</li><li>• Able to adjust plans without losing sight of the strategic goals to be achieved.</li></ul>			
	Honesty to handle cash or finances			
	<b>Advantageous:</b> <ul style="list-style-type: none"><li>• Higher Education or similar institutional experience</li><li>• A good understanding of the legislative framework governing tertiary education institutions, including the Higher Education Act and policies and procedures</li><li>• Knowledge of University's policies &amp; procedures, including an understanding of the University's committee structures and decision-making bodies and processes</li></ul>			
Competencies (Refer to <a href="#">UCT Competency Framework</a> )	Competence	Level	Competence	Level
	Strategic leadership	3	Facilitating change	3
	Building partnerships	3	People management	3
	Resource management	3	Communication	3
	University awareness	3	Coaching	3

#### SCOPE OF RESPONSIBILITY

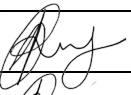

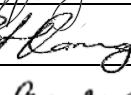
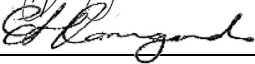
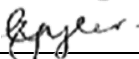
Functions responsible for	Leadership of <b>Reward, Benefits and Staff Wellbeing</b> function
Amount and kind of supervision received	Contributes substantially to the planning of work programs and the review, development or modification of procedures (within policy). Deadlines and project deliverables are developed with input, plans and carries out the work. Resolves most problems and deviations independently or in coordination with others. Makes own interpretations and uses own initiative. Keeps supervisor informed of progress, potential problems or knock-on effects. Advises on and has influence over the establishment of priorities, programs and/or budgets (formulation and expenditure) for a major section of a faculty or department. Has scope to reset priorities or resources within overall program objectives or between positions or sections for which the position has line management responsibility. Provides advice on procedures, systems, priorities and budgets for the program concerned to more senior managers. May have leadership responsibility for staff delivering a range of administrative, technical or professional services, including other managers.
Amount and kind of supervision exercised	Oversight of full unit. Direct advice and supervision of managers of the various client units in executing advice.
Decisions which can be made	Makes interpretive, probabilistic decisions, where limits of discretion are set by senior management's programme, plan or budget. Makes a choice or best decision from a range of possible decisions, within the limits of discretion. Determines the best use of available manpower and machinery to achieve the targets agreed upon. Decides on systems and procedures, rules and regulations, plant manuals, localisation plans, programmes and interpretations not covered by existing rules — which are found in 'what to do'.

Decisions which must be referred	Decisions requiring executive or Council mandate
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### CONTACTS AND RELATIONSHIPS

Internal to UCT	Members of the Executive, Senior Management; Deans; Executive Directors; Registrar, HR Management; Unions
External to UCT	External Service Providers/Consultants including Healthcare Intermediary, Counselling Service, Benefits Consultants, Tax Advisers, Remuneration Survey Company, Retirement Fund Administrator, Medical Aid Scheme

### AGREED BY

	PRINT NAME	SIGNATURE	CONTACT NO.	DATE
Position Holder	Vacant			
Direct Line Manager/Supervisor	Juliet Mhango		X2157	9/01/2026
Area Line Manager	Juliet Mhango		X2157	9/01/2026
EDHR	Juliet Mhango		X2157	9/01/2026
DVC (as portfolio head for HR)	Elelwani Ramugondo			19/01/2026
HR Business Partner	Gay Tyler		X3927	27/01/2026